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The Deputy Director of Central Intelligence

Washington, D.C. 20505

On 18 Aug sent bio on DDCI to

DFN

Ms. Jackson

Bldg. 1401

Maxwell AFB, Alabama 36112-5522

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**DEPARTMENT OF THE AIR FORCE  
AIR UNIVERSITY  
AIR WAR COLLEGE  
MAXWELL AIR FORCE BASE, AL 36112-5522**

Dr Robert M. Gates  
Deputy Director of  
Central Intelligence  
Central Intelligence Agency  
Washington DC 20505

15 JUN 1987

Dear Dr Gates

I am very pleased to invite you to the Air War College to address the Class of 1988 on "Intelligence and the National Security Policy Process" at 10:00 a.m. on Monday, September 21, 1987. We have scheduled 45 minutes for your presentation and an additional 45 minutes for discussion and questions. Following your presentation, we would appreciate your attendance at a luncheon with a group of our students. Attachment 1 reflects the desired scope of the presentation.

Most of our students are colonels and lieutenant colonels or their naval equivalents from the US Armed Forces, primarily, the Air Force. We also have civilians from US government agencies and several international officers representing their countries.

Our Visitors' Bureau will contact you to coordinate travel arrangements. Colonel Bill Mitchell can provide any additional information or assistance. His telephone number is (205) 293-2127.

We appreciate your interest in the Air War College and look forward to your visit.

Sincerely

*Pete Todd*

HAROLD W. TODD  
Major General, USAF  
Commandant

1 Atch  
Scope Sheet IP 2119

*Sent copy to*



*on 27 July  
just FYI*

(1L/1D)

INSTRUCTION PERIOD 2119

TITLE: INTELLIGENCE AND THE NATIONAL SECURITY PROCESS

INTRODUCTION: Intelligence supports the policy process; it is the prelude to decisions and a guide to action. However, the relationship between the two is not a simple one. Intelligence inputs come from a variety of organizations and institutions. Assessments of a situation, particularly in the absence of much hard information, may differ, thus forcing the decisionmaker to choose among evaluations. The outlooks of policymakers can even affect the sort of situations to which analysts pay attention or the kind of information to which they attach the heaviest weight. This instruction period will look at the complicated interaction of intelligence and the policy process.

OBJECTIVE: To comprehend the role and influence of intelligence information and of such organizations involved in the policymaking process.

DESIRED LEARNING OUTCOMES (Students should be able to):

1. Describe the roles of the "intelligence community" in the policy process and the formal and informal agencies of government directly involved.
2. Explain the impact of national estimates on policymaking and the methods by which interagency disagreements are resolved.
3. Identify current intelligence issues (e.g., executive direction, protection of sources and methods, covert action, oversight by congress, "failures" to anticipate major events, efforts to rebuild clandestine capabilities, media pressures, etc.).

ASSIGNED READINGS:

1. Stephen J. Flanagan, "Managing the Intelligence Community," International Security, 1985, pp. 58-67; 72-85; 93-95. (RB)
2. Stansfield Turner, "The Pentagon's Intelligence Mess," The Washington Post, 1986, p. D-1. (RB)

ADDITIONAL READINGS:

1. "The President: U.S. Intelligence Activities," Executive Order No. 12333 from Federal Register, Vol. 46, No. 235, December 8, 1981, pp. 59942-59956.
2. Dixon, James L., et al, "The Intelligence Process," National Security Policy Formulation: Institutions, Processes, and Issues, Washington, DC, National Defense University, 1984, pp. 175-192.
3. "The Debate Over Intelligence," Great Decisions 1985, New

York, Foreign Policy Association, pp. 83-85.

4. Gates, Robert M., "Is the CIA's Analysis Any Good?" The Washington Post, December 12, 1984, p. A25.

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COMMANDANT  
AIR WAR COLLEGE (AU)  
UNITED STATES AIR FORCE  
MAXWELL AIR FORCE BASE, ALABAMA 36112-5522

Dr Robert M. Gates  
Deputy Director of  
Central Intelligence  
Central Intelligence Agency  
Washington, D.C. 20505



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The Deputy Director of Central Intelligence

Washington, D.C. 20505

The Air War College would like you to come  
again and speak on the intelligence process  
-- Monday, 21 September in Alabama --  
Attached is what you did last year. *ok*

Also attached is a potential conflict --  
request from CIA Military Reserve Unit for  
you to speak in the Auditorium on LIC.

What do you think???

de/9June

POC: Neil Huntley

(205) ~~263~~-7315

293-7315

*called  
12 June  
& accepted  
Neil on reservation  
til 22nd.*